

National Aeronautics and Space Administration



Being Part of Integrated Project Management Work from Another Center

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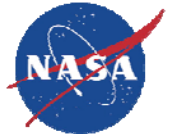
Outline



- **Issue**
- **Case study**
- **Causes of geographic dispersion**
- **Terminology and definition**
- **Different culture**
- **Different time zone**
- **Location biases**
- **Being part of a GDT**
- **Leading a GDT**
- **Suggested paths for success**



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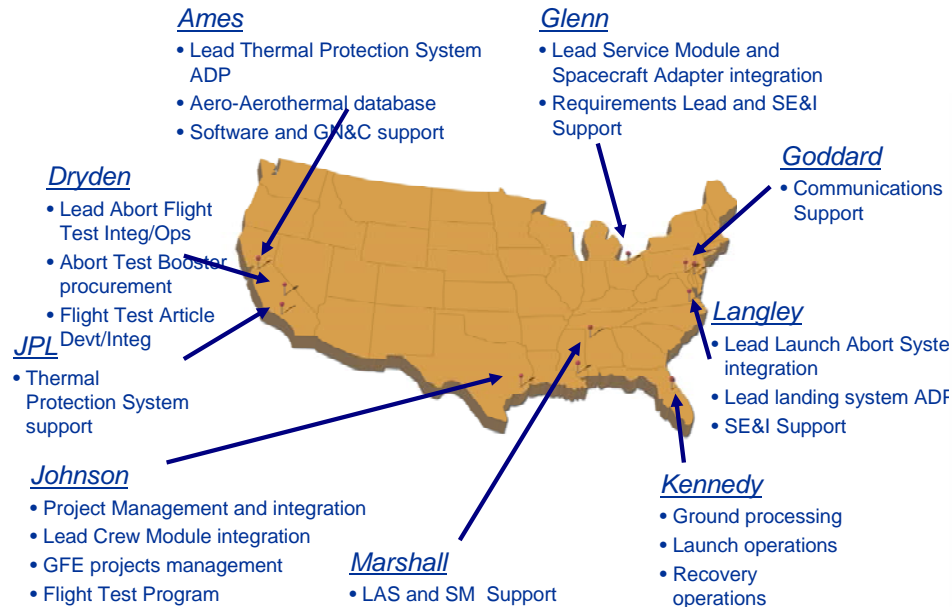
- **As NASA has restructured and retooled itself to implement the Vision for Space Exploration (VSE)**
 - Using geographically dispersed teams has become the primary way to bring the talents of the entire agency to execute the mission
 - Geographic parity requires management both from the leading organization as well as unique adaptations from the supporting organizations



Case Study for Presentation



➤ Project Orion



- **NASA Distributed (~1000 CS/WYE supporting)**
- **Contractor Distributed (>1500 personnel)**
- **Standard Subcontractor Distribution (>? Personnel)**
- **Single Prime Contract**



Purposes of Geographic Dispersion



- **Mergers**
- **Acquisitions**
 - Nationally
 - International
- **Tasks Exceed Capability of Single Business Unit**
 - Exceed in Number of Employees or Competency
- **Dwindling Contractors Base**
 - Aerospace industry is prime example
- **Consolidations**



Terminology and Definition



- **Virtual Team**
- **Geographically Dispersed Team (GDT)**
- **Nationwide Team**
- **Worldwide Team**
- **Geographically Scattered**
- **Virtual Workplace**
- **Cyber Teams**
- **Scattered Workforce**

- **Definition: A group of individuals or sub-teams, separated by some distance, working on the same project or deliverable**



Different Cultures



- **Each GDT member, be it individual or subteam, comes from different cultures**
- **Cultures defined in many ways**
 - **Traditional**
 - **North vs. South**
 - **East vs. West**
 - **Former Business Unit vs. New Business Unit**
 - **Production vs. Design**
 - **Research vs. Flight**
 - **Tool A vs. Tool B**

Challenge is how to find commonality among different cultures to reach the team goals and objectives.



Different Time Zones



- **Geographic dispersion hits home first and foremost in time of day**
- **Depending on the range of dispersion this can be anywhere from 1 hour difference to 14 hours**
- **When scheduling meetings, running meetings or making phone calls consideration of their time zone is critical**
 - Helps team members feel include
 - Respects personal time
- **Team needs to agree on norms**
 - Meetings will not start before XST
 - Meeting will end by XST
 - No Phone calls before/after XST
 - Core team hours are TBD



Being Part of a GDT



- **What is good**
 - Diverse opinions
 - Efficiency increases with new processes
 - Broad political support
 - Autonomy
- **What is challenging**
 - Travel
 - “Connectedness”
 - Autonomy
 - Satisfying Management (near and far)
 - Number of interfaces



Suggested Paths for Success



- **Travel**
- **Frequent communication**
- **Build trust**
- **Keys**
 - Common goals
 - Common expectations
 - Common processes
- **Press the flesh**
 - Overall leader getting out to the team
 - Leaders of GDT offices spending time at home office



Conclusions



- **GDTs are a reality of the current economic, political and governmental landscapes**
- **Understanding how GDTs work is critical for NASA**
- **NASA has instituted GDTs and is relying on the individual projects to make them work**
- **People are the key to making GDTs work**
 - Tools and technology are only as good as the users
- **Communication, as always, is the key**
- **There is no substitute for face-face as part of a GDT**

***GDTs will continue to grow and become mainstream.
GDTs can be successful with vigilance to communication
and focus on the common goal.***